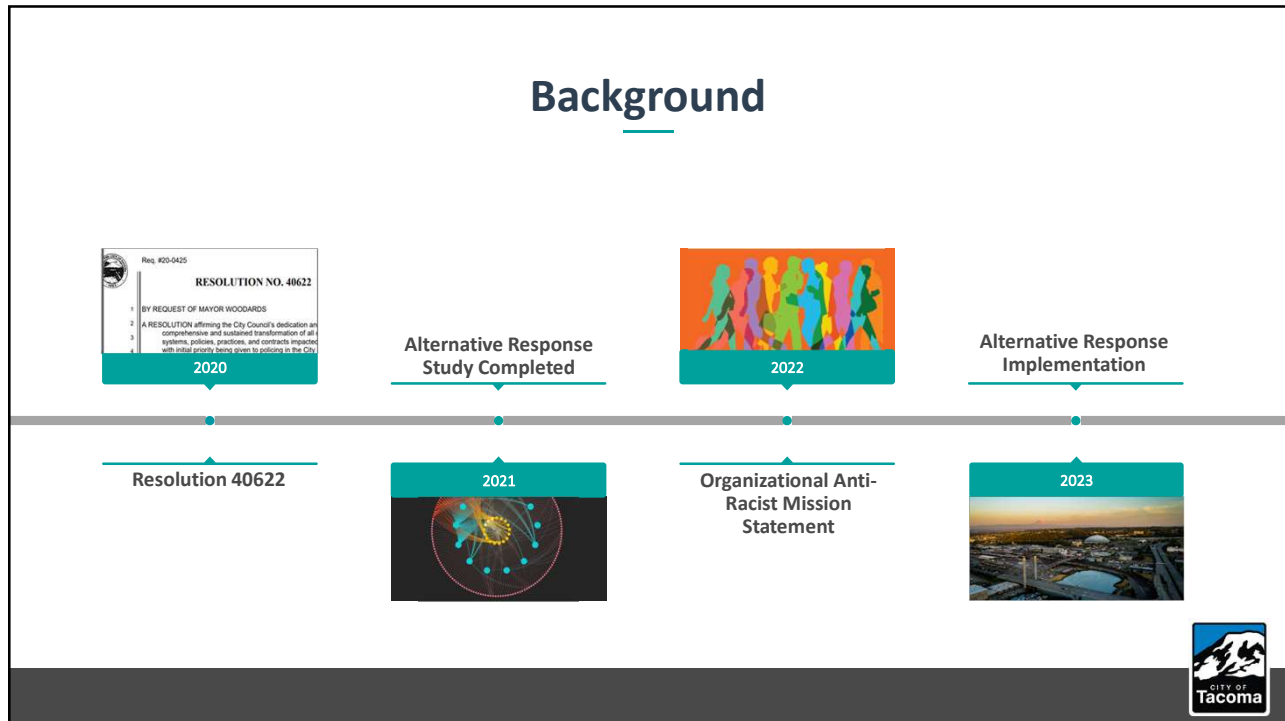



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## What is Alternative Response?



Alternative Response programs enhance public perception of safety by connecting more people with the right resources at the right time.



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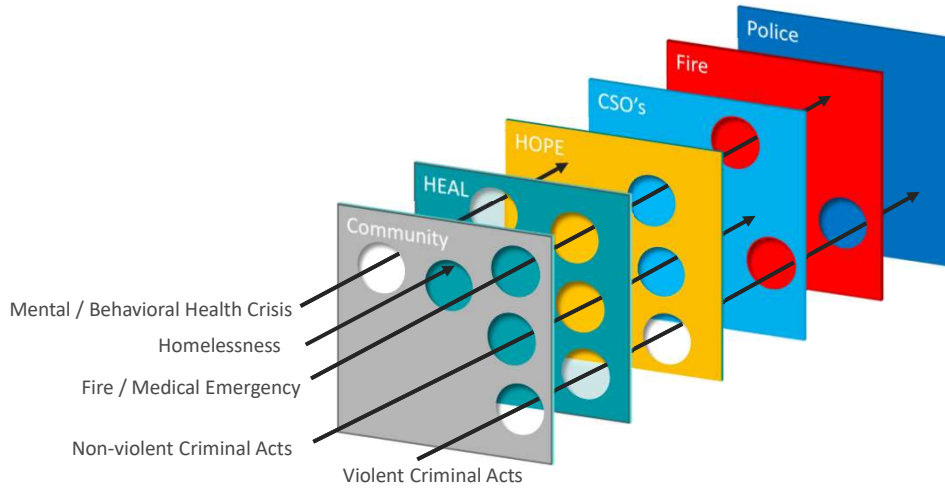
## Alternative Response Focus Areas

 <p><b>Expand Homelessness Outreach</b> Expand and enhance homelessness response and proactive outreach efforts</p>	 <p><b>Behavioral Health Response Team</b> Provide specialized response for behavioral health, mental health, substance use, and co-occurring disorders</p>	 <p><b>Community Service Officers</b> New unarmed role that respond to certain calls when there is no threat to life or property</p>
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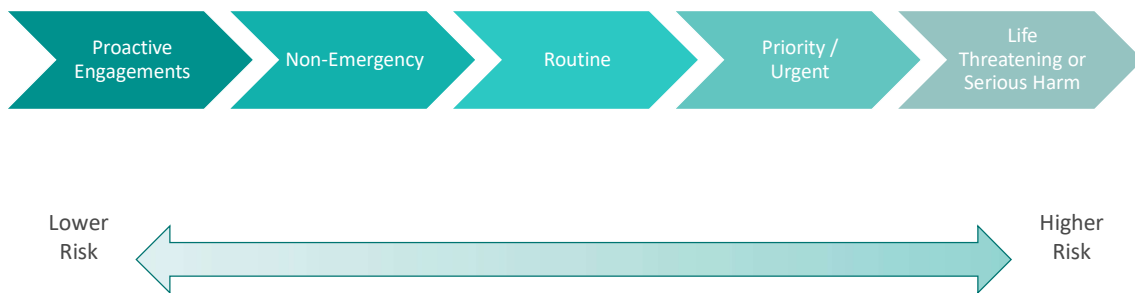
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## Expanded Response Methods



5

## Response Spectrum



6


# Homelessness Outreach

Neighborhood and Community Services – HEAL Team




7

## Project Overview: HEAL Team



**Team Lead**  
Allyson Griffith



**Project Lead**  
Javon Carlisle


**Purpose**  
Expand and enhance homelessness response and proactive outreach efforts by the Homeless Engagement and Alternatives Liaison (HEAL) team.

**Outcomes**

- Decrease response time to 311 complaints related to homelessness
- Increase on-time completion rate of homeless outreach requests from 30% to 60%
- Reduce reliance on police presence in HEAL Team response to encampments
- Increase use of interim status indicators via 311 system to provide community real-time case progress

**Implementation Timeline**

Q1	Q2	Q3	Q4	Q1 2025
Standardize HEAL operations, launch new vehicles that enhance service, refine data & reporting capacity	Standardize HEAL Team operations, design new HEAL dashboard	Standardize HEAL Team operations, launch new HEAL dashboard	Standardize HEAL Team Operations, refine data collection and presentation	Review HEAL Team Operations



8

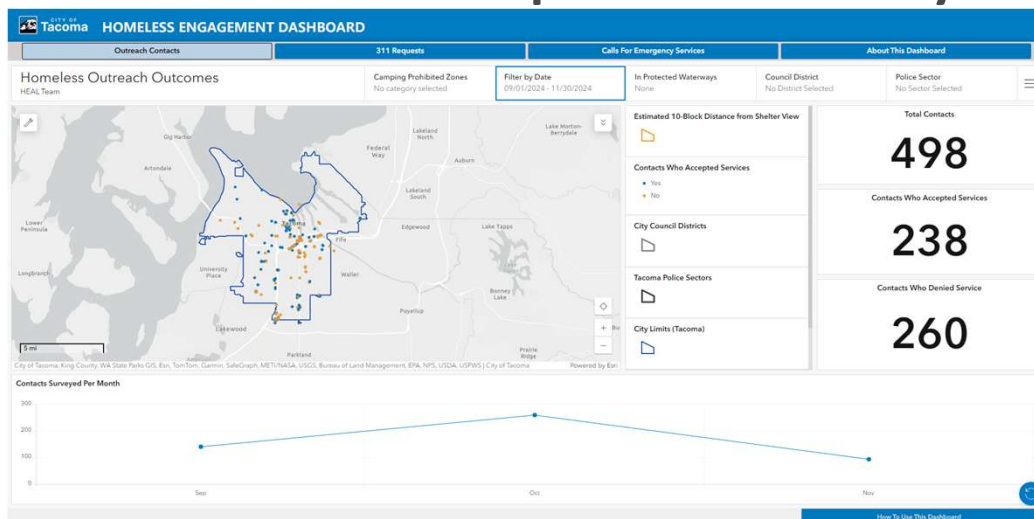
# Quarter 4 Updates

- Tacoma First 311 Requests:
  - 99 open requests as of 11/30
    - Decrease of 45.3% since Q1 at 181 open requests
    - Decrease of 32.1% since last quarter (Q3) at 146 open requests
  - As of 11/30 HEAL has made:
    - 2793 connections with new and repeat clients
    - 1038 connections resulted in clients accepting services
      - 276 connections placed into temporary shelter
      - 12 connections entered a detox program
      - 15 contacts have been connected to the HOPE Team



9


# HEAL DASHBOARD – Updates Underway



10


# Behavioral Health Response

Tacoma Fire Department – HOPE Team




11


## Project Overview: Establish HOPE Team



**TEAM LEAD**  
Chief Sienna Stallings-Alailima



**PROJECT LEAD**  
Assistant Chief Josh Schlesner




**PROGRAM MANAGERS**  
Cassie Hallstone & Aleesia Morales

**PURPOSE**  
Provide a community-based response to behavioral health, mental health and substance use emergency crises through a dispatched field team staffed by civilians.

**OUTCOMES**  
HOPE team becomes a primary mental health/behavioral health (MH/BH) and substance use crisis response resource, along with providing preventative and follow up outreach.

**Implementation Timeline**

Q1	Q2	Q3	Q4	Q1 2025
BHA licensure, develop MAT and psychiatric medication program, recruit a Certified Peer Counselor, and begin transportation capabilities	Review state legislative changes and refine program and review and apply for funding opportunities	Year 1 program evaluation to include staffing, budget, services, data review, and engagement with stakeholders for feedback	Ongoing program evaluation to include staffing, budget, services, data review and engagement with stakeholders for feedback	Ongoing program evaluation to include staffing, budget, services, data review and engagement with stakeholders for feedback



12

# HOPE Update



## September – December 2024:

- UW/CROA grant reporting: BHA licensure and billing development
- Association of Washington Cities – Alternative Response Team Grant (ARTG) reporting: Provide alternative response services
- Continued review of legislation and engagement with HCA and PC BH-ASO around crisis team endorsement work
- Continued community provider collaboration to support closure of crisis stabilization facilities in Pierce County

## January – March 2025:

- Submit BHA license application and continue billing development
- Continued review of legislation and engagement with HCA and PC BH-ASO around crisis team endorsement work
- Review and follow proposed legislation with potential HOPE scope of work impacts
- Continued community provider collaboration to support closure and potential reopening of crisis stabilization facilities in Pierce County



13

# HOPE Staffing Update

## Field Response

Two teams made of a Behavioral Health Crisis Responder and Mobile Unit Registered Nurse

- Sunday-Wednesday: 7:00 AM – 5:00 PM
- Wednesday-Saturday: 1:00 PM – 11:00 PM

## Case Management

Case management services provided by the Behavioral Health Case Manager and the field response teams, with Behavioral Health Case Manager providing field team coverage when needed

- Monday-Friday: 10:00 AM – 6:00 PM

\*Schedule varies if CM is responding in the field to provide additional coverage



14

## Community Collaboration/Data Collection

### HOPE leadership coordinates with state, county, and local community members, groups and providers.

- HOPE and CARES met with Gig Harbor's Human Services Manager to share about both program structures and services provided
- HOPE has participated in 20 Community Events/Engagements and 186 Preventative Outreaches between September 03-December 03, 2024.
  - 3 Community Engagements were ride-alongs with City of Tacoma Council Members.
  - Sample outreach locations include but not limited to: People's Park, Wright Park, 14th and G, ESB, Pilot Express, 9th and Commerce, Bay Street
- HOPE and city/community provider collaborations.
- Continued work on the Crisis Response Improvement Strategy (CRIS) Committee and maintains Co Responder Outreach Alliance (CROA) membership

### Data collection:

- Aligned with the Behavioral Health Administrative Service Organization (Carelton) and the WA State Health Care Authority requirements for alternative response and crisis programs and grant requirements
- Data being reviewed to provide potential BHA license revenue and billing needs
- Ongoing review of data collection and ways data is shared



15

## Q4 Data

### Referral Reason:

- 45% Mental Health
- 40% Co-Occurring Disorder
- 15% Substance Use Disorder

### Presenting Problem:

- Acute Distress
- Danger to Self
- Unknown
- Psychosis
- Grave Disability
- Danger to Others

### Top 3 Intervention Outcomes from Field Team:

- Referred to HOPE Case Manager for additional resources and follow up
- Referred to Mental Health/Substance Use Providers (Inpatient/Outpatient Services)
- Provided Transportation Support (Bus Pass, ORCA Card, Lyft) and HOPE transportation

Holistic Outreach Promoting Engagement

# HOPE

Tacoma's Approach to Behavioral Health




16






# Community Service Officers (CSO)

Tacoma Police Department




19

## Project Overview: Implement Community Service Officers



**Team Lead**  
Chief Avery Moore

**Project Lead**  
Deputy Chief Paul Junger


**Purpose**  
Respond to certain calls when there is no threat to life or property and provide a variety of public safety related services within the community that does not require the enforcement authority of a sworn police officer.

**Outcomes**

- Increased community perception of public safety
- Decreased response time to non-emergent calls
- Enhance ability to respond to calls for service

**Implementation Timeline**

Q1	Q2	Q3	Q4	Q1 2025
Policy development, training, integration and recruitment.	Training, integration and recruitment.	Program evaluation, procedure refinement and recruitment.	Program evaluation, procedure refinement and recruitment. Starting collective bargaining.	Evaluation to include staffing, services, and data review. Engagement with stakeholders for feedback.



20

## CSO Hiring Update

This summer, we successfully onboarded five new Community Service Officers (CSOs), with plans to hire an additional five.

While this is still our intent, we have paused additional recruitment pending further evaluation of our operational needs and budget considerations.



21

## CSO Training Milestones

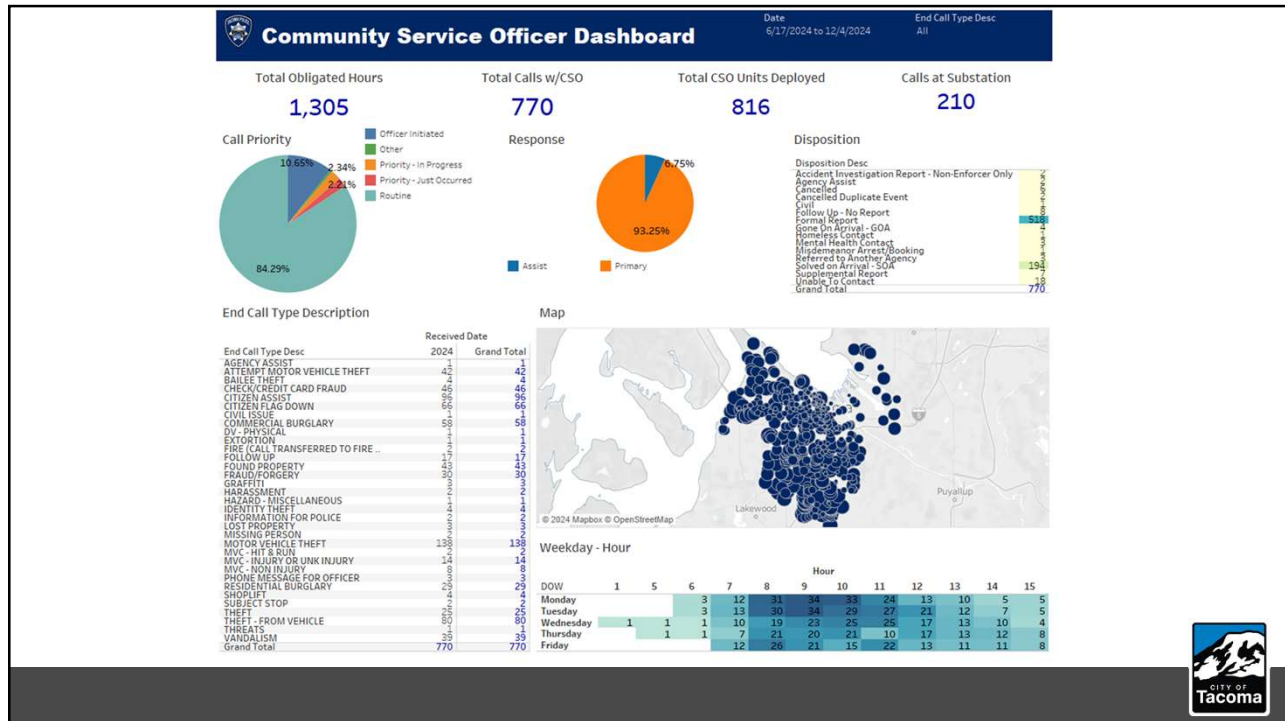
**Training consists of three phases:**

- ✓ Phase 1 - administrative functions and onboarding
- ✓ Phase 2 - CSOs undergo a rigorous four-week formal training academy.
  - A crucial component of this academy was dedicated to mastering de-escalation techniques and self-defense training.
  - Such training extended to the alternative response programs, encompassing members of the HOPE and HEAL teams.
- ✓ Phase 3 – Observation of the CSO by training officer followed by Daily Observation Reports (DOR) evaluating their training progress. DORs are reviewed by the CSO Sgt for additional training needs or to support moving the CSO on to the solo phase of the job.

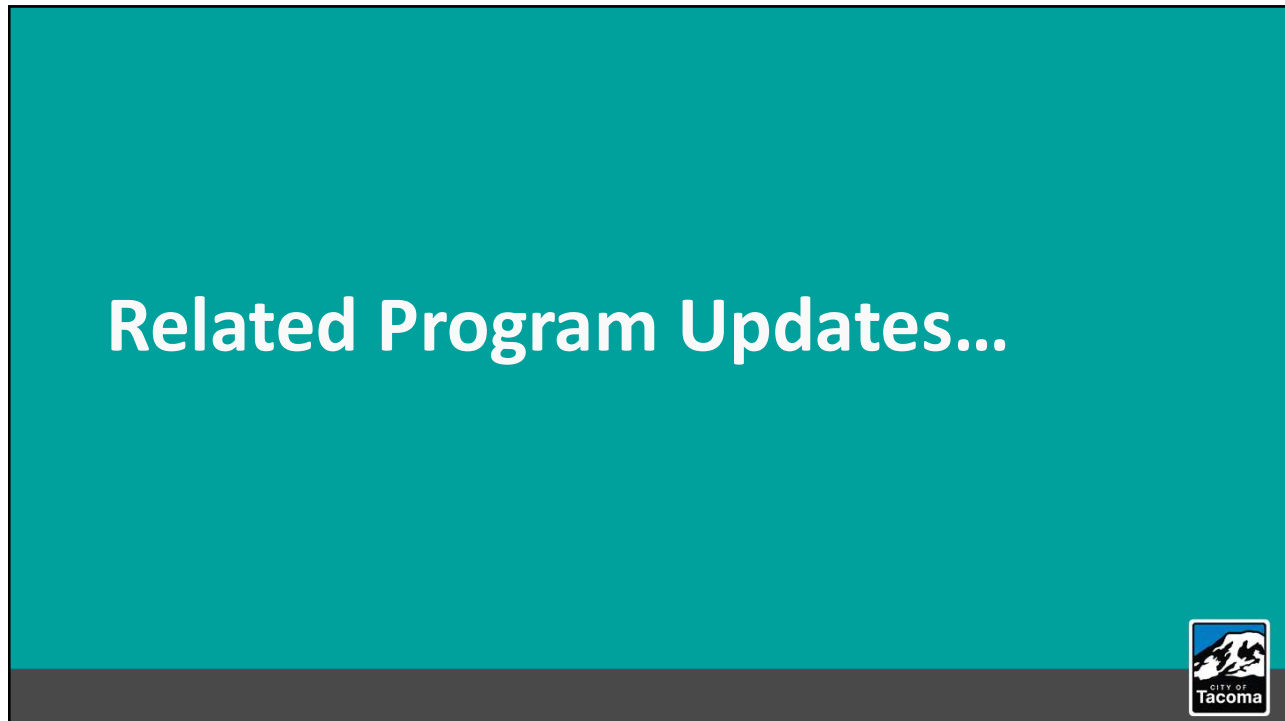
As of November, all CSO's are operating independently in the field.



22




23



24


# Patron Crisis and De-escalation Team

Tacoma Public Library




25

## Project Overview: Patron Crisis and De-escalation Team



**Project Lead**  
Amita Lonial (she/her)  
Deputy Director



**Library Social Worker**  
Samie Iverson (she/her)

**Library Safety and Security Coordinator**  
Vacant


**Purpose**  
Provide culturally centered/responsive responses to safety and security issues; meaningfully connect patrons to resource providers; bolster staff capacity to engage in trauma-informed conflict resolution and de-escalation

**Outcomes**

- Connect patrons to critical resources
- Decrease library security incidents

**Implementation Timeline**

Q1	Q2	Q3	Q4	Q1 2025
Onboarding	Pilot	Integrate Main Library	Feedback / Implementation	Feedback / Implementation



26

## Project Overview: Patron Crisis and De-escalation Team

Social Worker Engagement Year-to-Date

January-November: **138 patron interactions**

Top presenting needs:

- 58% - Housing
- 23% - Access to shelter
- 15% - Behavioral health
- 14% - Employment
- 11% - Family support services

Outcomes:

- 39% contact resulted in ongoing connection and support



27

# Timeline




28

**Q1 2025**


**JANUARY**  
All programs: Program evaluation and stakeholder engagement

**FEBRUARY**  
All programs: Program evaluation and stakeholder engagement

**MARCH**  
All programs: Program evaluation and stakeholder engagement




29



**Alternative Response  
Quarterly Update**


Find us online:  
[CityofTacoma.org/  
CommunitySafety](http://CityofTacoma.org/CommunitySafety)

**December 17, 2024**




30


**Q2 2024**




**APRIL**  
**HEAL:** Standardize HEAL operations, launch new vehicles that enhance service, refine data & reporting capacity  
**HOPE:** BHA licensure, develop MAT and psychiatric medication program, recruit a Certified Peer Counselor, and begin transportation capabilities  
**CSO's:** Background Investigations / Poly / Psych / Medical Exams  
**TPL Patron Crisis Team:** Onboarding



**JUNE**  
**HEAL:** Standardize HEAL operations, launch new vehicles that enhance service, refine data & reporting capacity  
**HOPE:** BHA licensure, develop MAT and psychiatric medication program, recruit a Certified Peer Counselor, and begin transportation capabilities  
**CSO's:** Background Investigations / Poly / Psych / Medical Exams  
**TPL Patron Crisis Team:** Onboarding




**MAY**  
**HEAL:** Standardize HEAL operations, launch new vehicles that enhance service, refine data & reporting capacity  
**HOPE:** BHA licensure, develop MAT and psychiatric medication program, recruit a Certified Peer Counselor, and begin transportation capabilities  
**CSO's:** Background Investigations / Poly / Psych / Medical Exams  
**TPL Patron Crisis Team:** Onboarding




31


**Q3 2024**




**AUGUST**  
**HEAL:** Data & metrics, operations standardized  
**HOPE:** Year 1 program evaluation and stakeholder engagement  
**CSO's:** Complete background checks, final testing  
**TPL Patron Crisis Team:** Integrate main library



**JULY**  
**HEAL:** Data & metrics, operations standardized  
**HOPE:** Year 1 program evaluation and stakeholder engagement  
**CSO's:** Complete background checks, final testing  
**TPL Patron Crisis Team:** Integrate main library



**SEPTEMBER**  
**HEAL:** Dashboard launch  
**HOPE:** Year 1 program evaluation and stakeholder engagement  
**CSO's:** Initial CSO onboarding, training begins  
**TPL Patron Crisis Team:** Integrate main library



32



